

2. Harzing, A., & Feely, A. J. (2008). The language barrier and its implications for HQ-subsidiary relationships. *Cross Cultural Management Cross Cultural Management: An International Journal*, 15(1), 49-61.

3. Mayfield, J. R., Mayfield, M. R., & Kopf, J. (1998). The effects of leader motivating language on subordinate performance and satisfaction. *Human Resource Management Hum. Resour. Manage.*, 37(3-4), 235-248.

4. Rioux, S. M., Bernthal, P. R., & Wellins, R. S. (2000). The Globalization of Human Resource Practices Survey Report. *Development Dimensions International*, 3 (1).

5. Rodriguez, D., Patel, R., Bright, A., Gregory, D., & Gowing, M. K. (2002). Developing competency models to promote integrated human resource practices. *Human Resource Management Hum. Resour. Manage.*, 41(3), 309-324.

#### **UDC 331.08**

*Tomás Díaz García,*

student of Master degree program

“HR-management in international organization”,

Ural Federal University, Yekaterinburg, Russia,

Juarez University of Durango State, Durango, Mexico

### **CHANGE, ORGANIZATIONS WHO LEARN AND HOW TO ACHIEVE THE ORGANIZATIONAL CHANGE**

**Abstract.** Why it is really difficult for any organization to achieve a change, the efforts of a manager could work but will not last over time. This article tries to explain how organizations learn and the importance of it in their environment, as well as how an organizational change could be reached.

**Keywords:** organizational change, change, organizational environment, organizational knowledge

#### **УДК 331.08**

*Томас Диас Гарсиа,*

студент магистратуры Уральского федерального университета,

Екатеринбург, Россия,

студент университета Дуранго, Дуранго, Мексика

### **ИЗМЕНЕНИЕ; ОРГАНИЗАЦИИ, КОТОРЫЕ УЧАТСЯ СПОСОБАМ ДОСТИЖЕНИЯ ОРГАНИЗАЦИОННОГО ИЗМЕНЕНИЯ**

**Аннотация.** Почему так трудно для любой организации изменяться успешно, почему усилия менеджеров оказываются столь непродолжительными. Эта статья – попытка объяснить, как организации учатся и почему это важно для их окружения, и как вообще достижимо организационное изменение.

**Ключевые слова:** организационное изменение, организационное окружение, организационное знание

#### **Organizational change**

The management has evolved over the years, professionals as Taylor or Fayol with Scientific administration, Weber with the bureaucratic model or Mayo with the Human relations model contributed to build better practices in the organizations.

After this models the structural theory and neoclassical theory appears in administration, again trying to improve the conditions in organizations, if we pay attention in the history of this science, we will realize that through the years the constant has been the Change.

Organization are incrustated in their "own" operational environment (Sadler, 1989), temporary environment (knowledge acquired linked to the industrial manufacture, know how), the external environment (political, economic, technological and socio-cultural environment) and the internal environment; which consist in all the responses to the external and temporary environment.

Precisely, that's why the change starts to appear in the organization, for the interaction between the organization and the internal environment, but not all the organizations will achieve the organizational change, as any process involved many steps and requires a big effort by the organization and the managers need to lead the situation.

Scott M. & Van de Ven A. (2004) define the organizational change as a difference in form, quality or state over time in an organizational entity... which could be a job, work group, subunit organization or the whole organization. Also the organizational change could take place in many forms, planned or unplanned, incremental or radical, recurrent or unprecedented.

The organizations focus in improve their internal environment and managers usually tries to lead the change, but not always this succeed. Sange P. (1990) affirmed that exist seven learning disabilities that prevent organization become better, all of them mostly because the attitude, capability or the mindset of the human resources lacks of clarity.

Yeung, A., Ulrich, D., Nason, S. y Von Glinow, M. A. (2000). Mention that organization and people as well have 4 learning ways, *Experimentation*; where the subject tried new ideas and adopt new environment position, *Skills development*; training bases in third experience, *Benchmarking*; find out how others make their tasks and adopt this knowledge and *Continuous improvement*; improve what is already done constantly.

Moreover, some organizations are not conscious about the benefits of the knowledge and doesn't even matter about it, Nonaka y takeuchi (1999) explain that the creation of knowledge is the capability of the organization to create new knowledge, transfer into the organization members and materializing in new product, services or systems

Recently, there are many theories about organizational change, like theory E and O (Beer N. & Nohria N. 2000) which theory E propose that change is based in economic value, while Theory O propose that the organization capability must be modified in terms of human capability.

Nowadays, such efforts helped to construct a framework to understand better any change, organizational, personal and even social. Haidt J. (2006) tries to find modern truth in ancient wisdom and asseverates that any entity has two sides to succeed pursuing a change. The first part, the emotional part (which is exemplified as an elephant), responsible of the energy, the side looks for the immediately gratification and just thinks in the short term, if this part is not convinced change won't happen. The other part is the jockey, the rational part, is in charge of planning and lead, the strength is that this part plainly and think in the long term, but usually this part overthinks the situations and don't take risk decisions. The jockey controls the elephant and seems to be the leader, but if the elephant doesn't want to move it can't do anything because the elephant weight is too much.

As it is mentioned earlier, each entity possesses this two sides, and making them work together must help to reach the organizational change.

Heath C. & Heath D. (2011) use the analogy of Haidt and propose a methodology to lead the change, organizational, personal or even a social change.

Firstly, with the rational side:

1. Identify and follow the exceptions: investigate what works and cloned it.

2. Redact the critic movements: not think in the situation in general, think in specific behaviors.
3. Point to the destination: change is easier when you know where are you going and why worth it.

Secondly, motivates the emotional side.

1. Identify the feeling: it is not enough to have information to provoke a change, it is necessary to feel it.
2. Reduce the change dimension: fragment the change till it doesn't awe the emotional side.
3. Make to feel proud the emotional part: cultivate an identity sense and instill the growth mindset.

Following these steps could facilitate the attainment of the change, moreover it is necessary to smooth out the process.

It will be possible:

1. Modifying the environment: when the environment change, the manners change, so it is important to change the situation.
2. Create habits: when the behavior is regular, it is not a burden for the rational part.
3. Harness the group force: the behavior is contagious and it is good to spread.

The organizational change won't happen without a good leadership, and a planned process to reach to point A to point B, that's why the proposals from control the emotional and the rational sides of any entity will fructify in benefits or profits for the organizations.

### **Conclusion**

The principal barrier to achieve change is the mind, every day organizations are creating knowledge in different measure but not all the organizations take advantage of it, the organizations who notice that organizational knowledge could improve their conditions will transform their environment and will benefit of it.

Any change pursuit a upgrade and the methodology proposed is really useful, managers should realize that any change won't be durable if rational and emotional sides are well controlled, here all the efforts take an important effort.

### **Bibliography**

1. Beer, M. and Nohria, N. (2000) Cracking the code of change. Harvard Business Review, May-June, 133-41.
2. Gómez-Romero, J. G. I. (2008). La generación de conocimiento organizacional en la micro, pequeña y mediana empresas(MIPYMES) de Durango. México Durango: Editorial UJED.
3. Haidt V. (2006) The happy hypothesis: finding modern truth in ancient wisdom, Ed. New York, basic books.
4. Heath C., Heath D. (2011) Como cambiar las cosas cuando el cambio es difícil, Ed. Vintage español.
5. Nonaka, I. y Takeuchi, H. (1999). La organización creadora de conocimiento: cómo las compañías japonesas crean la dinámica de la innovación. México: Ed. Oxford University Press.
6. Sadler, P. (2003) Leadership, 2nd edn. London: Kogan Page.
7. Scott M. & Van de Ven A. (2004) Handbook of organizational change and innovation, Ed. Oxford University Press.
8. Senge, P. (1993). La quinta disciplina. México: Ed. Granica.

10. Yeung, A., Ulrich, D., Nason, S. y Von Glinow, M. A. (2000). Las capacidades del aprendizaje en la organización: como aprender a generar ideas con impacto. México: Ed. Oxford University Press.